

How To Identify Key Themes

STEPS	ACTIONS
<p>Complete the Key Themes Worksheet</p>	<ul style="list-style-type: none"> • Review the Core Values and Concepts from the Criteria to help identify cross-cutting themes. • Key theme comments generally should be at a higher level than item comments and should cut across multiple items and/or areas to address. • All key theme comments must be traceable to individual item comments
<p>Key Themes Worksheet Question A</p>	<ul style="list-style-type: none"> • Read all of the strength comments for all of the items in categories 1 – 6. • Identify any ideas, threads or patterns that recur and/or are expanded upon in multiple items or categories. • Craft a brief statement for each of these potential key themes. Examples of these themes might include the applicant's: <ul style="list-style-type: none"> – process orientation, with the statement highlighting the approaches where this orientation is seen – deployment of its key processes to all appropriate work units, with the statement listing examples of key processes that appear to be fully deployed – use of a systematic learning, evaluation and improvement methodology, with the statement giving examples across the items where the methodology is used – integration of its approaches with its strategic objectives or challenges, or other critical key factors, with the statement noting specific examples of this integration – demonstration of a specific core value from the Criteria, with the statement providing specific examples from multiple items. • Review all of the bolded + item-level comments. • Consider whether the bolded + item-level comments should be repeated as a key theme if not already covered by the strength themes you have crafted. <p><i>Note: For lower-scoring applicants, you may have few key theme comments under Question A.</i></p>

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<p>Key Themes Worksheet Question B</p>	<p>Read all of the OFI comments for all of the items in categories 1 – 6.</p> <ul style="list-style-type: none"> • Identify any ideas, threads or patterns reflecting OFIs that recur and/or are expanded on in multiple items or categories. • Craft a brief statement for each of these potential key themes. Examples of these themes might include the applicant’s: <ul style="list-style-type: none"> – lack of systematic approaches, with the statement highlighting areas where gaps are noted – lack of clarity around or gaps in deployment of its key approaches to appropriate work units or key stakeholders, with the statement giving examples of where the lack of clarity or gaps exist – opportunity to improve the integration of its approaches with its strategic objectives, strategic challenges, or other critical key factors, with the statement noting specific examples of which objectives, challenges, or key student/patient/customer groups are not addressed by the applicant’s approaches – gaps in responding to the Criteria requirements, with the statement giving examples of Criteria items or areas not responded to and important to the applicant. • Review all of the item-level comments. • Consider whether the item-level comments should be repeated as a key theme if not already covered by the OFI themes you have crafted. <p><i>Note: For lower-scoring applicants, you would expect to see fewer comments in question A (strengths) than in question B (vulnerabilities).</i></p>
<p>Key Themes Worksheet Question C</p>	<ul style="list-style-type: none"> • Read all of the strength comments for all of the items in category 7. • Consider possible themes in the following areas: <ul style="list-style-type: none"> – good performance levels and positive trends across items in the measures most important to the applicant’s organization, including how the applicant compares to other organizations – segmentation/linkage – the presence of results addressing specific segments of the applicant’s customers, students, employees, patients, locations, and so forth. • Review all bolded + comments in the category 7 items. • Consider whether these bolded comments should be repeated as key themes if not already covered by the question C themes you have crafted.

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<p>Key Themes Worksheet Question D</p>	<ul style="list-style-type: none"> • Read all of the OFI comments for all of the category 7 items. • Consider possible themes in the following areas: <ul style="list-style-type: none"> – poor performance levels and/or unfavorable trends across the items in the measures most important to the applicant’s organization – the absence of comparative data overall (giving specific examples from the items) or the absence of a particular type of comparative data that would be important to the applicant in guiding its improvement efforts (e.g., competitive data, use of industry averages as benchmarks when the applicant’s goal is to be world class or where the applicant’s performance already exceeds the industry average) – missing data or gaps – the absence of results addressing specific areas of the category 7 items; the absence of results on key measures discussed in categories 1 – 6 (e.g., measures of key approaches and, key processes, and progress relative to strategic objectives, challenges, and action plans) – segmentation/linkage – the absence of results addressing specific segments of the applicant’s customers, students, employees, patients, locations, and so forth. • Review all bolded – comments in the category 7 items. • Consider whether these bolded comments should be repeated as key themes if not already covered by the question D themes you have crafted.

